B1, B2, B3, B05   3 July 1969

                                              In reply refer to:
B04   B04/38b/C°

"Lessons Learned" — Pueblo and EC 121 Incidents

    1   Further to my memo of 25 June, same subject, attached is a description of a "problem grid" which was devised by the ad hoc committee on "Lessons Learned"

    2   Please disregard the specific question posed in the 25 June memo, but have personnel who were involved in/familiar with the two incidents devote some thought to entering appropriate entries in the grid squares   If problem areas come to mind which do not fit appropriately into the grid, feel free to add categories down the left side   The completed grids will serve as a basis for further study by the committee

    3   You are requested to consider and list even the smallest problem encountered, such as lack of maps, call in lists, etc   If you use a grid the size of the attached example, footnoted narrative may be attached

    4   ADP has expressed his desire to accelerate the committee work on this project   therefore, your submissions are requested by COB 10 July

                         // D A Reed

                              D A REED
                              Chief, B04

Incl w/s

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MEMORANDUM FOR THE RECORD   3 June 1969

SUBJECT: "Lessons Learned" Problem Grid .

    1.   As we agreed at the meeting on 25 May, a
Problem Grid has been devised, to help in identifying
the difficulties encountered in the PUEBLO and EC-121
incidents.

    2.   In line with the "grid" concept, consider
the entries across the top to be "Airborne", "Seaborne",
and "Other" subdivided into "National" and "Direct
Service/Support" under each. The entries down the
left side will be as follows:

MANAGEMENT

    1.   Justification/Objectives
    2.   Scheduling
    3.   Tasking
    4.   Support (Technical, Other)
    5.   Control (Operational, SIGINT)
    6.   SIGINT Warning (Internal, External)

INCIDENT

    1.   Knowledge
    2.   Reporting
    3.   Justification (Evaluation)
    4.   Central Control
    5.   Time Elements

POST-INCIDENT
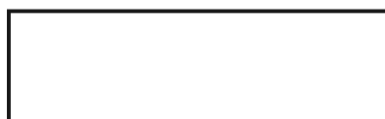
    1.   Responsibility
    2.   Coordination

~~SECRET~~

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          3. Reporting
          4. Publicity
          5. Support

     3. The above sub-headings have intentionally
been kept broad, so as to permit the identification
of whatever difficulties may have been encountered.
It may prove easier to devote narrative statements
to those sub-headings, each such statement representing
an entry into a block of the Problem Grid.

     4. It is requested that addressees complete
the Problem Grid as appropriate and bring the results
to the next meeting, in the A Conference Room, at
0900 on Wednesday, 11 June 1969.

                    ┌──────────────────────┐
                    │   │
                    │   │
                    └──────────────────────┘
                          Recorder
                    ADP Ad Hoc Committee

                                              (b)(3)-P.L. 86-36
DISTRIBUTION:
  A04   (Mr. C. R. Lord)
  B04   ┌──────────────────────┐
  B104 │   │
  C04   (Mr. R. Scobey)
  G04   (Mr. R. McConaughey)
  P1   (Mr. J. J. Monroe)
  P2   ┌──────────────────────┐
  K17   │   │
  S1   └──────────────────────┘

~~HANDLE VIA COMINT CHANNELS ONLY~~

~~SECRET~~

~~SECRET~~

PROBLEM GRID

FUNCTION ↓ / AREA → / ELEMENT →	A AIRBORNE		B SEABORNE		C OTHER	
	1 NATIONAL	2 DIRECT SVC/SUPP	1 NATIONAL	2 DIRECT SVC/SUPP	1 NATIONAL	2 DIRECT SVC/SUPP
A. MANAGEMENT						
1. Justifc'n/Objctvs.						
2. Scheduling						
3. Tasking						
4. Support (Tech., Other)						
5. Control (Opn'l., SIGINT)						
6. SIGINT Warning (Internal, Ext.)						
7. Other * *Call-in list*					✓	
B. INCIDENT						
1. Knowledge					✓	✓
2. Reporting					✓	✓
3. ~~Justification~~ (Evaluation)					✓	
4. Central Control					✓	
5. Time Elements					✓	✓
6. Other *						
C. POST-INCIDENT						
1. Responsibility					✓	
2. Coordination					✓	
3. Reporting					✓	
4. Publicity						
5. Support					✓	
6. ~~Other~~ * *Entire hulb/Division of Labor*					✓	

* - Specify

~~SECRET~~